



**Executive Board of the
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Country programmes and related matters

Country programme document for Serbia (2016-2020)

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I. Programme rationale

1. Following the conflict and sharp economic decline in the 1990s, associated with the breakup of the Socialist Federal Republic of Yugoslavia, the Republic of Serbia, supported by a favourable global economy and sustained implementation of reforms, enjoyed average annual gross domestic product (GDP) growth of 5 per cent between 2001 and 2008 and a decline in poverty headcount from 14 per cent in 2002 to 6.6 per cent in 2007. However, since 2008 economic growth has stalled and progress on poverty reduction reversed to 8.6 per cent in 2013. Average annual real GDP growth dropped to almost zero, with economic contractions in 2009, 2012 and 2014, as the World Bank noted in its *Serbia Systematic Country Diagnostic 2015*. Considering the human development trends between 1990 and 2014, the country's human development index (HDI) increased from 0.726 to 0.745, mainly due to increases in life expectancy at birth (4.2 years) and mean years of schooling (2.1 years), according to the *Human Development Report 2014*. Gross national income (GNI) per capita, however, decreased by about 20.8 per cent in the same period. When the value is discounted for *inequality*, HDI falls to 0.663, a loss of 10.9 per cent. In order to overcome this period of shocks, the development agenda of the Government in the years ahead will centre on governance and socioeconomic reforms, with modernization and European Union accession as overall objectives.

2. The *governance challenges* that Serbia faces, as reported in the European Commission *Serbia Progress Report 2014*, are three-fold: (a) ensuring tight management of the government austerity, economic recovery and growth agenda, at central and particularly at local levels, along with (b) adjustments in institutional architecture and investments in capacities required for European integration, and (c) implementation of the 2013 Belgrade-Pristina agreement on normalization of relations. An important factor is corruption,¹ which is perceived to be affecting economic development.² The judiciary is perceived as ineffective. The demand rate for court services in Serbia is below the European Union average, yet Serbia has nearly double the European Union average rate of judges to population. Gaps, overlaps and contradictions in laws cause inconsistency of practice, and judges do not have guidance on how to address these issues. There is an acute need for capacity building across the Serbian judiciary. The security sector is in the process of reform, but horizontal coordination and cooperation among various institutions remains weak, both at the central and local levels.

3. The *socioeconomic challenges* stem from the fragile growth pattern and the frequent occurrence of disasters, as evidenced by the May 2014 floods, which caused an estimated loss of 5 per cent of GDP to the economy,³ and set back the yearly growth to the negative rate of minus 2 per cent, according to the National Bank of Serbia. The prospects of economic recovery for 2015 are modest at 0.5 per cent of GDP, with 2016 projections at 1.5 per cent, and require efficient fiscal consolidation, reform of state-owned enterprises, improvement of the business environment and support to businesses.

1 Although gradually improving its scoring in the corruption perception index of Transparency International, Serbia is still perceived to have high levels of corruption, ranked in 2014 below the world average (41, 78/175). According to UNDP corruption benchmarking surveys (eight rounds), citizens perceive that political parties (80 per cent), police (74 per cent) and the healthcare system (71 per cent) are the mostly corrupt.

2 According to a 2013 United Nations Office for Drugs and Crime report, more than half of business representatives participating in the survey considered corruption a major obstacle to doing business. The fear of having to pay bribes to obtain requisite services or permits led over 9 per cent of business leaders not to make a major investment in the 12 months prior to the survey.

3 The post-disaster needs assessment indicates that around 60 per cent of this amount accounts for destroyed property (physical capital) and around 40 per cent of the amount accounts for production. Production (70 per cent) – dominated by mining and energy – has seen the greatest loss, followed by agriculture and trade. The damage and loss in social sectors account for around 16 per cent of the total estimated amount, predominantly in the housing sector.

In February 2015 Serbia approved a 3-year arrangement with the International Monetary Fund (IMF) to support its fiscal consolidation, financial sector consolidation and structural reforms, and by June 2015 already reports good progress in decreasing the budget deficit. Serbia is facing increases in poverty and unemployment rates. A total of 42.1 per cent of the population (three million people) is at risk of poverty or social exclusion, according to the "Second national report on social inclusion and poverty reduction, 2011-2014". The unemployment rate was at a record high of 24 per cent in October 2011 and ebbed to around 20 per cent in mid-2014. The unemployment rates among women and youth have been persistently high, 19.6 per cent and 47.1 per cent, respectively according to the Statistical Office. The restructuring of 166 state-owned enterprises and the announced layoff of around 16,000 redundant workers from public administration will exacerbate the situation.

4. Gender inequality is pervasive despite a legal framework that protects women's rights. According to UNDP study, 54 per cent of women were exposed to some form of violence during their lifetime. Women's participation in economic activities and decision-making is low. Women and girls in rural areas, Roma, the long-term unemployed and persons with disabilities are particularly vulnerable. Roma and persons with disabilities often face stigma and discrimination and suffer from negative perceptions and lack of legal and appropriate social protection. Young people often have no voice in decision-making.

5. *Regional disparities* are among the highest in Europe; there is a 1:7 ratio between the most developed and most undeveloped districts and 1:15 between municipalities, according to the national strategy for regional development, 2007-2012. Out of 145 municipalities and cities, 46 are extremely underdeveloped, with GDP at less than 50 per cent the national average or with severe demographic constraints, as reported in the "Second national report on social inclusion and poverty reduction, 2011-2014". The main problems of regional development include unemployment, social exclusion, declining rural population, insufficient economic competitiveness and infrastructure, and weak administrative capacity for programme and project implementation. In addition, there is no stable or predictable fiscal relation between the national level and local governments.

6. While the strategic policy framework to reform the *environmental sector* in Serbia is largely in place, the shift from planning to action is yet to be demonstrated. Inadequate and sectoral management of natural resources result in increasing pressures and overuse of resources, inappropriate agricultural and industrial practices, and the spread of invasive species. The National Renewable Energy Action Plan aims to increase the share of energy from renewables to 27 per cent by 2020 (the current share of renewable energy is 19.1 per cent, without notable change since the adoption of the energy strategy in 2005), as indicated in the "Progress report on implementation of the National Renewable Energy Action Plan" of December 2014. To reach the 27 per cent target, Serbia will have to take action in removing regulatory and non-regulatory barriers to the development of renewable energy. The country has determined its intended contribution to greenhouse gas (GHG) emission reduction by 9.8 per cent until 2030 compared to base-year (1990) emissions. Serbia does not have yet a comprehensive strategy to combat climate change, as reported in the European Commission *Serbia Progress Report 2014*. Significant additional efforts are needed to further align with European Union policies in areas such as water, waste management, air quality and nature protection. The sector needs clearer delineation of competences between local and national levels and an increase in local government resources.

7. UNDP has made a significant contribution towards the country's development priorities by supporting increased social accountability in governance, including accountability of office holders to their electorate and in public finances. The National Assembly became more accountable through increased collaboration with independent oversight bodies, regular use of public hearings and mobile committee sessions, and the piloting of web-based dialogue with citizens.⁴ Serbia has made significant progress in public procurement: over 2,000 public procurement officers have been certified country-wide, the State Audit Institution has 60 certified auditors and all municipalities are trained in implementing audit findings. Competitive procurement processes constituted 86 per cent of all public procurement undertakings in 2014, as compared to 54 per cent in 2013, according to the annual report 2014 of the Public Procurement Office. UNDP support to fighting violence against women in Serbia led to a national policy framework and the introduction of integrated service delivery to women survivors. The number of femicide cases in family and intimate partner relationships decreased (from 46 cases in 2013 to 27 in 2014, according to media reports) and the number of criminal charges against perpetrators, initiated by centres for social work, towards the public prosecutor's office doubled, as indicated in the annual report 2014 of the Centre for Social Work. Through the Youth Employment Fund, created jointly by the National Employment Service, the International Labour Organization (ILO) and UNDP, 2,800 disadvantaged young people found employment, were trained or received self-employment grants. The May 2012 summative evaluation of the joint programme – Support to national efforts for the promotion of youth employment and management of migration – showed that 25 per cent of persons trained on-the-job found employment and 74 per cent sustained their own businesses.

8. UNDP provided tangible support after the May 2014 floods, helping the Government and local communities to recover and build back better. The immediate response was followed by an expanding package of expert, communication and coordination support at the central level and by housing and infrastructure projects in over 38 municipalities. The ability to mobilize and respond fast, produce high quality results, and the continuous engagement with all partners have given UNDP a prominent role in the disaster risk reduction (DRR) and resilience area. In its work, UNDP aims to be recognized as an agenda-setter in resilience and sustainable development, thus reaffirming its comparative advantage as the main development partner in Serbia. UNDP facilitates exposure to new global priorities and provides the necessary tools to translate policies and strategies into practice.

II. Programme priorities and partnerships

9. UNDP work in 2016-2020 is guided by the National Priorities for International Assistance, in 2014-2017 (NAD) and builds on results achieved to date. The focus of the new programme is on: (a) accountable and representative governance institutions serving people; (b) equal participation for women and lives free of violence; (c) inclusive and sustainable growth; and (d) low-carbon and climate-resilient development. The overarching theory of change is that by 2020 people in Serbia will have better opportunities for political, economic, cultural and social participation and will live in communities that are more resilient to economic, environmental or other sources of stress. The programme will contribute directly to UNDP strategic plan, 2014-2017, outcomes 1, 2, 4, and 5, and indirectly to outcomes 3 and 7.

10. UNDP will remain a strong supporter of accountability and transparency in governance institutions, in fulfilment of government austerity measures and capacity requirements for European Union accession. Tailored development solutions will include expert support and transfer of knowledge and tools, from neighbouring countries and/or European Union member

⁴ The 2013 public opinion poll on citizens' attitudes towards the Serbian National Assembly showed that 34 per cent have a positive attitude towards the work of the National Assembly, a two-fold increase compared to 2011. Half of polled citizens perceive an improvement in the functioning of the institution in the last 12 months.

states, planned for the Ministry of Public Administration and Local Self-Government, related secretariats, and other central and local institutions. The office of the Prime Minister and the Serbia European Integration Office (SEIO) will be important partners in this area. UNDP will support the Ministry of Finance and other central and local institutions to further improve management of public funds, through capacity development for use of training platforms and new tools. The National Assembly and municipal legislatures are key partners in advancing social accountability and enhanced representation of elected officials; innovation and social media tools and platforms will be applied to enhance transparency of institutions and dialogue with citizens. Fighting gender-based violence and reducing gender equality disparities brings together a large number of institutions at the central and local levels and other United Nations organizations under a joint programme umbrella.

11. Targeting developmental disparities among municipalities, UNDP will strengthen municipal capacities for local planning, implementation and monitoring. Working in coordination with the Government, the European Union office and other United Nations organizations, UNDP will focus on resilience and on innovative and green solutions for employment and income generation, specifically targeting socially excluded and vulnerable groups (people living below the poverty line, persons with disabilities, and the unemployed) in selected areas of Serbia. The key partners are the Ministry of Public Administration and Local Self-Government, Ministry of Labour and Employment, Veteran and Social Affairs, related public institutions, municipal administrations, the Standing Conference of Towns and Municipalities, private sector, think tanks and non-governmental organizations (NGOs).

12. UNDP will continue to strengthen the capacity of Ministry of Agriculture and Environmental Protection and other government structures to formulate and implement climate change mitigation and adaptation policies and measures and to monitor and report under international treaties. This will be closely coordinated with the work to advance disaster risk identification, mitigation and preparedness. With regard to disaster risk reduction, UNDP will build on its successful disaster recovery support in 2014 and 2015, supporting the Government to implement a comprehensive national disaster risk management programme, particularly at the local level.

13. For better programme results, the country office will use the UNDP strategic plan, 2014-2017, design parameters, engaging closely with beneficiaries, and focusing on scalability and sustainability of results. It will engage innovators and social entrepreneurs to co-create new development solutions and to drive new, innovative approaches. Partnerships with United Nations organizations, international organizations, private sector, academia and civil society, including diaspora organizations, are essential vehicles for delivering results in all programme areas. Contributing to East-East cooperation, UNDP will assist in sharing the development experience of Serbia on disaster risk reduction, parliamentary development, and fighting gender-based violence and discrimination with countries in the Western Balkans region and will also seek to attract expertise and knowledge from other countries. Where possible, UNDP will thoroughly exploit opportunities for joint programming among Western Balkans countries.

III. Programme and risk management

14. The country programme will be nationally executed, the government coordinating agency will be the Ministry of Foreign Affairs, and other national and subnational authorities will be implementing partners, as defined in the United Nations Development Partnership Framework (UNDPF). The key principles of programme management will include: joint formulation, implementation, monitoring, and cost-sharing of projects. Direct implementation will be used for projects responding to emergency situations and needs for developmental research, communication and partnerships. UNDP will continue to provide implementation support services at the request of the Government.

15. The UNDPF steering committee will oversee overall progress, as informed by the results groups composed of national counterparts and United Nations organizations. UNDP will participate under the respective outcome groups as described in the results frameworks. Project boards will be established for each project. UNDP will take on board social and environmental sustainability issues when designing and implementing projects. In relation to international partners, UNDP, as part of the United Nations system, will participate in the country-level development partners' coordination mechanism, led by the Serbian European Integration Office.

16. The approach to partnerships and resource mobilization will be designed to meet the country programme resource estimates, and will be tailored to the country's higher middle-income status, as well as to its European Union integration agenda. The success in partnerships and resource mobilization is essential for the implementation of the programme in the medium and long term. Resources entrusted to UNDP by the Government for project and programme implementation are expected to constitute an important part of the country programme resource envelope. The country office will set out management strategies for mitigating important risks. One of them is the slow progress of the Government in implementing its agenda to redress the economy; this risk carries a significant negative long-term impact on the country's growth and on the pace and scope of country programme implementation. Another risk is that public administration reform would not result in sufficient capacity to advance the European Union accession process at the pace desired by the Government, which will affect implementation of projects and programmes. UNDP will seek to inform decision-making through research and analysis. Finally, there is a persistent risk of natural hazards, owing to changing weather patterns that will require authorities to increasingly act preventively. Disaster risk-informed programming will be a priority in all programme areas.

17. This country programme document outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at country level. Accountabilities of managers at the country, regional and headquarters levels, with respect to country programmes, is prescribed in the organization's programme and operations policies and procedures and the internal controls framework.

IV. Monitoring and evaluation

18. The monitoring and evaluation of the country programme is an important element of the programme management process. Based on past experience in measuring UNDAF and country programme action plan progress, a more focused approach is proposed, using a combination of national data, international sources and United Nations organizations' analytical/research products. The results and resources framework indicators are based on available data; missing baseline data will be determined by early 2016. UNDP will commission additional research (including biannual national human development reports) where necessary.

19. The country programme focus on open data is expected to assist partners in instituting systems to measure developmental changes in key sectors towards meeting national development priorities, European Union accession commitments, and the sustainable development goals; promoting evidence-based policy decisions; as well as effectively monitoring the new country programme cycle (applying the results and resources framework and the evaluation plan). UNDP will work closely with the Statistical Office, including supporting better use of DevInfo. As in the previous cycle, UNDP will consistently use evaluations to inform programming decisions. A special feature of evaluations during the new cycle will be greater emphasis on national ownership and capacity development in evaluations, through closer involvement of government counterparts in the process. UNDP will bring in experiences from other countries to support Serbian research institutions to deploy innovative tools in using open data, data collection, monitoring and reporting.

20. UNDP will work to strengthen its internal results-based management capacities, building on existing customized monitoring tools. The country office will invest in staff capacity to continuously monitor and promote positive developmental change. UNDP will also contribute to country team monitoring and evaluation work.

Annex. Results and resources framework for Serbia (2016-2020)

NATIONAL PRIORITY OR GOAL: National Priorities for International Assistance (NAD): Improving the judicial system, legal certainty and the fight against corruption, improving the protection and promotion of human and minority rights, improving overall security and the fight against crime, increasing the effectiveness, efficiency and transparency of public administration, strengthening strategic planning and coordination of public policies, improving transparency, efficiency and accountability in public finance management.				
UNDAF OUTCOME INVOLVING UNDP: By 2020, governance institutions at all levels have enhanced accountability and representation to provide better quality services to people and the economy.				
Related strategic plan outcome: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance (2) Related strategic plan outcome indicator: Number of countries with open access to data on government budgets, expenditures and public procurement (1)				
UNDAF OUTCOME INDICATOR(S), BASELINES, TARGET(S)	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS/PARTNERSHIPS FRAMEWORKS	INDICATIVE RESOURCES BY OUTCOME (United States dollars)
Indicator: Governance effectiveness index Baseline (2013): 40.10 Target: 0.1 by 2020	World Bank worldwide governance indicators	Output 1: Governance institutions operate in a more open and effective manner Indicator: Public administration reform action plan implemented (Y/N) Baseline: No (Public administration reform strategy adopted, action plan to be adopted in 2015) Target: Yes Data source, frequency: Ministry of Public Administration and Local Self-Government (annual)	National Assembly, Ministry of Public Administration and Local Self-Government, Ministry of Finance, Transparency Serbia, Public Procurement Office, State Audit Institution	Regular: 484,250.00 Other: 11,430,000.00
Indicator: Regulatory effectiveness index Baseline (2013): 0.15 Target: 0.44 by 2020	World Bank worldwide governance indicators	Indicator: Percentage of implemented e-governance strategy Baseline: Strategy for development of e-governance drafted, pending adoption in 2015 Target: At least 25% of the strategy measures implemented by end 2017, 75% implemented by 2019 Data source, frequency: Ministry of Public Administration and Local Self-Government, Directorate for eGovernment (annual)		
		Output 2: Management of public funds is improved at all levels Indicator: Open Budget index Baseline: 39 (2012), Target: 55 (2020) Data source, frequency: International Budget Partnership (every two years) Indicator: Public Expenditure and Financial Accountability (PEFA) score Baseline: PEFA score published in 2015 Target: Improved PEFA score by 2020 Data source, frequency: World Bank (periodically)		
		Output 3: Representation and accountability at all levels strengthened Indicator: Percentage of citizens declaring trust in Parliament Baseline (2013): 24%, Target (2020): 45% Data source, frequency: UNDP public opinion poll (every two years) Indicator: Corruption perception index Baseline: 41, Target: 50 Data source, frequency: Transparency International (annual)		

Output 4: Actions taken to improve the enjoyment of human rights and strengthen rule of law, following recommendations stemming from the Universal Periodic Review Indicator: Percentage of implementation of Universal Periodic Review recommendations Baseline: Universal Periodic Review outcome report for Serbia from 2013 stipulates 144 recommendations of which Serbia accepted 136 Target: 80% of recommendations implemented Data source: frequency: Universal Periodic Review outcome reports for Serbia (approximately every five years) Output 5: Governance institutions address people's safety and security concerns effectively Indicator: Percentage of decrease of firearms related incidents Baseline: Over 300 incidents of armed violence per year Target: Reduction of armed violence incidents by 20% Data source: Reports of the Ministry of Interior Indicator: Transparency of arms reporting Baseline: Arms transfer reports among the 10 most transparent Target: Arms trade treaty reports among the five most transparent						
NATIONAL PRIORITY OR GOAL: National Priorities for International Assistance (NAD): Gender equality is one of three cross-cutting issues in the NAD and is addressed through different priorities. Within the justice sector, violence against women is addressed as a human rights violation						
UNDAF OUTCOME INVOLVING UNDP: By 2020, state institutions and other relevant actors enhance gender equality and enable women and girls, especially those from vulnerable groups, to live lives free from discrimination and violence Related strategic plan outcome: Faster progress is achieved in reducing gender inequality and promoting women's empowerment (4) Related strategic plan outcome indicator: (a) Percentage of countries where there is evidence that national prevalence of physical and/or sexual violence experienced by women has decreased. (b) Proportion of decision-making positions (executive, legislative and judicial) occupied by women at national level						
Indicator: Number of convictions for criminal acts, domestic violence and rape Baseline (2013): 1,451 convictions for domestic violence, 60 convictions for rape Target: 2,000; 100 Indicator: Gender equality index – power domain Baseline: Gender equality index developed by European Institute for Gender Equality covers six domains. It is being introduced in the work of Institute for Statistics of the Republic of Serbia in 2015 Target: Will be defined upon definition of the	Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) concluding observations, state reports to CEDAW, shadow reports to CEDAW Annual reports of the Institute for Social Protection, Annual reports of the Institute for Statistics Women and Men in Serbia 2014 (data from the judiciary)	Output 1: Improved national and community-level capacities to implement the Istanbul convention's provisions to respond to violence against women Indicator: Number of Istanbul Convention articles to which compliance is reported Baseline: 0; Target: 10 Data source, frequency: Independent analysis commissioned by UNDP, state's report and shadow reports to the Group of Experts (GREVIO) Committee Output 2: Increased participation of women in decision-making Indicator: Percentage of women actively participating in political and economic decision-making positions at national and local level Baseline: Women constitute 14% of ministers in the Government, 5% of all mayors/municipality presidents, 29% of representatives in municipal assemblies Target: women constitute 30% of ministers, 10% of mayors/municipality presidents and at least 30% of local assembly representatives Data source: frequency: Women and men in Serbia (Statistical Office), 2017 and 2020 Indicator: Number of additional activities and initiatives for legislative changes advancing gender equality taken up by Parliament Baseline: 0; Target: 10	National Coordinating Body for Gender Equality, Ministry of Labour, Employment and Social Policy, Ministry of Interior, Network of Women Members of Parliament, Provincial Secretariat for Gender Equality, Local level bodies for gender equality Women NGOs	Other: 1,400,000.00		

baseline in 2015	Annual reports of the Government Gender equality index reports on power domain (Statistical Office)		
NATIONAL PRIORITY OR GOAL: National Priorities for International Assistance (NAD): Strengthening the establishment of an efficient, stable and sustainable growth trend in employment, building a knowledge-based society through enhancement of formal and non-formal education, increasing effectiveness and equity of social welfare, improving operating environment for doing business through evidence-based policies and regulatory simplification, improving the quality of life of the rural population and attractiveness of rural areas.			
UNDAF OUTCOME INVOLVING UNDP By 2020, there is an effective enabling environment that promotes sustainable economic development, focused on an inclusive labour market and decent job creation			
Related strategic plan outcome: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded (1)			
Related strategic plan outcome indicator: Employment rate (disaggregated by sex)			
Indicator: Number of municipalities in the extremely underdeveloped group Baseline (2013): 46, Target (2020): 36 Data source, frequency: Statistical Office reports Indicator: Ease of Doing Business ranking Baseline (2014): 93, Target (2020): 80 Indicator: Employment rate, disaggregated by sex Baseline (2013): 54.9% male, 40.1% female; Target (2019): 60% male, 45% female	Single list of development of regions and local self governments World Bank National Employment Service	Output 1: Improved implementation of local development plans and applied sustainable solutions Indicator: Number of municipalities supported to implement economic priorities from local development plans Baseline: 6, Target: 12 Data source: UNDP reports Indicator: Number of sectors that integrate biodiversity and ecosystem service values into development policies Baseline: 0, Target: 2 Data source, frequency: Sectoral and development policies and documents (annual), National reports to the United Nations Convention on Biological Diversity (biannual) Output 2: Women and men^s in vulnerable situations have greater access to services, training and innovative employment opportunities (including green jobs) Indicator: Percentage of young people who are not employed and not in education or training Baseline: 27% (June 2014); Target: 15% (2020) Data source, frequency: Labour force survey, Statistical Office (semi-annual) Output 3: Voice and participation of the most vulnerable in policy processes ensured Indicator: Level of participation (Rating scale: 1-no, 2-to some extent, 3-to great extent, 4-yes) Baseline: 2 Target: 4 Data source, frequency: government reports, European Union progress reports Indicator: Inclusion of Roma issues in social inclusion policies (Rating scale: 1-no, 2-to some extent, 3-to great extent, 4-yes) Baseline: 1 Target: 3	Regular: 700,000.00 Other: 25,885,000.00 Ministry of Labour, Employment, Veteran and Social Affairs National Employment Service Office for Human and Minority Rights, ILO Social Inclusion and Poverty Reduction Unit Local self-governments CSOs International Organization for Migration

^s Including young people, people with special needs, Roma and other ethnic minority representatives, older people and people with low qualifications.

			Data source, frequency: UNDP reports (annual)		
NATIONAL PRIORITY OR GOAL: National Priorities for International Assistance (NAD): Create and strengthen policy, regulatory, financing and monitoring mechanisms for ensuring sustainable development, including awareness raising in regard to environmental issues, support climate change adaptation, mitigation and risk prevention, ensure environmental sustainability through sound management of natural resources and reduction of pollution.					
UNDAF OUTCOME INVOLVING UNDP: By 2020, there are improved capacities to combat climate change and manage natural resources, and communities are more resilient to the effects natural and human-induced disasters. Related strategic plan outcome: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change (5) Related strategic plan outcome indicator: Economic loss from natural hazards (geo-physical and climate-induced hazards) as a proportion of GDP.					
Indicator: Number of sector and subsector policies, strategies, regulations that incorporate climate change mitigation and adaptation measures Baseline: 0; Target: 5 Indicator: Share of renewable energy in gross final energy consumption Baseline (2013): 19.1%; Target (2020): 27% Indicator: Savings in final inland energy consumption Baseline: 0% in 2008 Target: 9% in 2018	Ministry of Mining and Energy reports to energy community Ministry of Agriculture and Environmental Protection reports; Environmental Protection Agency state of environment report and greenhouse gas inventory; national reports to the European Environment Agency; reports of the Republic of Serbia to relevant international agreements (United Nations Framework Convention on Climate Change (UNFCCC), United Nations Convention on Biological Diversity, United Nations Convention to Combat Desertification and other multilateral environmental agreements); Government bodies' reports on the disaster management system and on the implementation of the strategic documents to reduce the risk of disasters Hyogo Framework for	Output 1: Capacities for policy-making and implementation of international agreements improved Indicator: Number of laws, plans or policies aligned to convention implementation requirements Baseline: 0; Target: 3 (biodiversity) + 2 (climate change) + 2 (disaster risk reduction) Data source, frequency: government reports (annual), National Programme for Adoption of European Union Acquis, European Union accession progress reports, reports to relevant multilateral environmental agreements, Official Gazette Output 2: Climate change mitigation and adaptation measures implemented in key sectors, at national and local level Indicator 1: Number of priority adaptation and mitigation measures started and under implementation Baseline: 0; Target: 6 Data source, frequency: National Programme for Adoption of European Union Acquis; European Union accession progress reports; sectoral and development policies and documents; reports to relevant multilateral environmental agreements, local development and environmental protection planning documents and reports Output 3: Improved capacity for energy management in sectors of final energy consumption Indicator: Number of municipalities that use energy managers systems Baseline: 0; Target: 30 Data source, frequency: Reports of the Ministry of Mining and Energy Output 4: Renewable energy market developed, applying the principles of competition, transparency and non-discrimination Indicator: Number of privileged power producers (power producers from renewable energy that obtained the right to feed-in tariff) Baseline: 246; Target: 300 Data source, frequency: Register of the privileged power producers of the Ministry of Mining and Energy Output 5: The National Disaster Risk Management System is implemented at central and local levels Indicator: National legislation and policies aligned with 2015 successor document to the Hyogo Framework for Action and mainstream disaster risk reduction (Rating scale: 1-no, 2-to some extent, 3-to great extent, 4-yes) Baseline: 2	Ministry of Agriculture and Environmental Protection (including Agency for Environmental Protection), Ministry of Mining and Energy, Ministry of Education, Science and Technological Development, Provincial Secretariat for Urban Planning, Construction and Environmental Protection, institutes for nature conservation, Republic Hidromet Service of Serbia, protected areas managers, scientific institutes and universities Ministry of Interior – Sector for Emergency Management The Government Office for Reconstruction and Flood Relief Ministries in charge of environment, infrastructure and local self-government	Regular: 614,750,00	

	Action reports and its follow up Sectoral and development policies and documents (annual), national reports to the UNECCC	Target 3 Sources: United Nations International Strategy for Disaster Reduction Global Assessment Report Indicator: Percentage of municipalities that conduct gender-sensitive risk assessments, prepare local gender-sensitive disaster risk management plans, conduct capacity development and public awareness activities Baseline: 2%, Target: 60% Source: Official Gazette, government reports, UNDP reports		
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UNDP - Country programmes and related matters

Country programme document for Serbia (2016-2020)

Addendum

**Results and resources framework for Kosovo* under United Nations
Security Council resolution 1244 (1999)**

* References to Kosovo shall be understood to be in the context of Security Council resolution 1244 (1999)



KOSOVO PRIORITY (Related to Millennium Development Goals/sustainable development goals and/or other internationally-agreed development goals):			
Rule of Law - The rule of law shall be the governing principle in the work of Kosovo institutions.			
UNITED NATIONS KOSOVO TEAM COMMON DEVELOPMENT PLAN OUTCOME INVOLVING UNDP:			
Outcome 1.1: Rule of law system and institutions are accessible to all and perform in a more efficient and effective manner.			
RELATED STRATEGIC PLAN OUTCOME (from Strategic Plan, 2014-2017):			
Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.			
Outcome 1:	Sources of data	Outputs ¹	Major Partners
Rule of law system and institutions are accessible to all and perform in a more efficient and effective manner.			
1.1 Perception of corruption Baseline: Kosovo ranked 110th on the Corruption Perceptions Index in 2014 Target 2: Ranked 90 th by 2020	Ministry of Justice Strategy document, Kosovo Judicial Institute yearly report, Kosovo Judicial Council Report	1.1 Perception of corruption reduced in the public Indicator: Number of corruption risk assessments ² planned/developed/ adopted to mitigate sector specific corruption risks Baseline 0/0/0 Target 5/8/15 Data source, frequency: Number of risk assessments developed and adopted, project reports. Annually	Ministry of Justice
1.2 Number of backlogged cases Baseline: 446 254 (2014) Target: 5% backlog decrease [2020]		1.2 Improved planning and coordination in the rule of law sector in Kosovo Indicator Extent to which rule of law institutions ³ have one framework in place, covering policy, operational and donor coordination aspects Baseline. Several strategies and interministerial working groups exist and operate independently and there is insufficient donor coordination. Current strategies are rated 2/5. Interministerial working groups are rated 2/5. Target Sector-wide coordination group established and strategic working plans designed and rated at least 3/5. ⁴ Data source, frequency: Rule of Law Annual Report	Agency for Free Legal Aid Mediation Commission
1.3 Number of evidence-based security strategies in operation for reducing armed violence and/or control of small arms Baseline: 0 Target: 5	Kosovo Judicial Institute yearly report	1.3 Institutional capacities of judicial and legal actors strengthened to uphold the rule of law in Kosovo Indicator 1 percentage of candidates for judges and prosecutors who pass the bar exam Baseline 1 Percentage of candidates who passed the bar exam in 2014 [47% women, 50% men] Target 1 10% increase in candidates who pass the bar exam [57% women, 60% men]	Kosovo Prosecutorial Council Agency for anti-corruption
	Court of Appeal Bulletins Kosovo Judicial Council Annual report,		Other rule of law institutions in Kosovo Interministerial working group

¹ All indicators are disaggregated by gender, age, ethnicity and municipality as well as additional criteria as applicable and stipulated in the project documents

² Sectors include judiciary, education, health, energy and mining. No corruption risk assessments were carried out before 2013, and the selected sectors are more prone to corruption

³ Ministry of Justice, Kosovo Judicial Council, Kosovo Prosecutorial Council and Kosovo Judicial Institute

⁴ The rating criteria for the rule of law sector (strategies and policies, working groups, coordination bodies) include (a) the number of existing strategies for the rule of law, (b) the harmonization of institutional strategies with the sectoral rule of law strategy as per international standards, (c) functioning of the working group and coordination [based on frequency, documentation, agenda management etc.], and (d) number of harmonized documents. The rating scale is 1 to 5 where 1 is 'no evidence of alignment' and 5 is 'fully aligned'

Agency for Free Legal Aid, Yearly Report, Mediation Commission Yearly Report Ministry of Internal Affairs Official Gazette	Indicator 2: Extent to which Basic Courts and Court of Appeal have coherent and harmonized legal practices in accordance with the new legislation. Current rating is 1/5. Baseline 2: No uniform interpretation of civil and criminal laws and norms by Basic Courts and Court of Appeal judges, leading to lack of court efficiency rated at least 3/5 Target 2: Judicial practices harmonized through specific guidelines clarifying and unifying judicial practices at the Basic Courts and Court of Appeal Data source, frequency: Rule of Law Annual Report 1.4 Increased access to justice and justice service provision Indicator 1: Number of cases referred to mediation services Baseline: 593 cases with the mediation centres (October 2014 – March 2015 period) Target 1: 10% increase in the number of cases referred to mediation centres by judges and prosecutors⁵ Indicator 2: Percentage of mediators who attended at least one refresher and advanced training, disaggregated by gender Baseline 2 - male mediators: 60% Baseline 2 - female mediators: 25% Target 2 - male mediators: 65% Target 2 - female mediators: 30% Data source/frequency: Mediation Commission's yearly report 1.5 Legislation on firearms and explosives developed in accordance with international standards (United Nations, European Union (EU), Organization for Security and Cooperation in Europe) Indicator: Number of laws on firearms and explosives developed in line with international standards and approved by the Assembly of Kosovo Baseline: 2 Target: 5 Data source/frequency: Annual Ministry of Internal Affairs' Annual Report, Official Gazette's publication of approved laws, Firearms and Explosive Risk Mitigation Project (FERM) Annual Report	
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⁵ Being aware that indicators and targets should not mix numbers and percentages, the amount of cases referred to mediation also depends on the number of cases registered with the police and courts. This number is not influenced by the project, but the amount of cases that go to mediation can however be directly influenced

		<u>1.6 Improved risk management of small arms and light weapons (SALW) and explosives in Kosovo</u> Indicator 1: Baseline for SALW and ammunition tracing study established Baseline 1: 0 Target 1: 1 Indicator 2: Baseline for measuring the number of SALW established Baseline 2: 0⁶ Target 2: 1 Data source/frequency: Ministry of Internal Affairs Annual Report, FERM Annual Report <u>1.7 Inter-Ministerial Working Group (IMWG) on Dealing with the Past and Reconciliation fulfils its mandate</u> Indicator 1: Strategy for Transitional Justice is adopted by the Government Baseline: 0 Target 1: 1 Indicator 2: IMWG-led public consultations on the strategy held, with participation of women, minority groups and youth Baseline: 0 Target 2: 3 Data source, frequency: IMWG meetings and subgroup meetings, monthly, Board meeting reports (twice a year), project annual reports <u>1.8 Enhanced capacity of oversight institutions, line ministries and local authorities to control corruption</u> Indicator 1: Frequency of reporting sessions of the Kosovo Anti-Corruption Agency (KACA) before the Committee on Legislation and Oversight of KACA⁸ Baseline 1: 1 Target 1: 3	
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⁶ Small arms survey dates from 2003.

⁷ On 4 June 2012, a decision (decision 03/77) establishing an Inter-Ministerial Working Group (IMWG) in Kosovo on Dealing with the Past and Reconciliation with the main purpose of establishing a comprehensive, inclusive and gender-sensitive approach for dealing with the past in Kosovo, amounting to a transitional justice strategy.⁷ The IMWG consists of 16 members from the central level and eight civil society representatives, as well as members of the international community as observers (UN-Women, OHCHR). The IMWG Secretariat is situated within the Office of the Prime Minister, providing administrative and logistical support to the IMWG.

⁸ Measurement for the professionalism and accountability of the Assembly of Kosovo and KACA will be measured through more frequent reporting sessions.

		Indicator 2: percentage of central and municipal-level institutions that have adopted integrity plans Baseline 2: 18% Target 2: 40% Data source, frequency: Assembly of Kosovo Annual Report, Committee's annual reports 1.9 Improved functioning of the Assembly of Kosovo Indicator 1: Strategy of the Assembly of Kosovo is implemented^a Baseline: 1/5 Target 1: 3/5 Indicator 2: Number of parliamentary committees that have an established methodology for oversight of law implementation Baseline: 3 Target 2: 12 Data source, frequency: Assembly of Kosovo Annual Report Committee's Annual Reports		
KOSOVO PRIORITY (Related to Millennium Development Goals/sustainable development goals and/or other internationally-agreed development goals): Economic development, employment and welfare UNITED NATIONS KOSOVO TEAM COMMON DEVELOPMENT PLAN OUTCOME INVOLVING UNDP: Outcome 2.1: Education and employment policies and programmes enable greater access to decent employment opportunities for youth and women. RELATED STRATEGIC PLAN OUTCOME (from Strategic Plan, 2014-2017): Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.				
Outcome 2: Education and employment policies and programmes enable greater access to decent employment opportunities for youth and women. Outcome indicators from the strategic plan: 2.1 Employment rate [formal/informal], disaggregated by sector, sex, age and excluded groups	Sources of data: Ministry of Labour and Social Welfare (MLSW) reports, Kosovo Labour Market statistics, EU Progress report	Outputs 2.1 Implementation of territorial employment pacts at local level Indicator 1: Number of territorial employment pacts developed by municipal local actions groups Baseline 1: 4 Target 1: 7 Indicator 2: Number of women and men benefiting from economic empowerment actions foreseen in territorial employment pacts Baseline 2: 800 Target 2: 1,400 Data source/frequency: Project reports, municipal reports Annually	Major partners Ministry of Trade and Industry (MTI) MLSW Ministry of Agriculture, Forestry and Rural Development (MAFRD)	Regular resources \$75,000 Other resources \$20,000,000

^a Rating scale where 1 means 'no strategy' and 4 means 'adopted and being fully implemented' Objectively measured by (a) budget allocation, (b) human resources allocation, and (c) periodic, minimally once a year, reports to the Assembly presented and debated

<i>Expressed locally as:</i> Percentage of decrease in unemployment rate in the targeted municipalities Baseline: Unemployment rate 30% (26% man and 38.8% women) Target: 3% decrease in unemployment rate 2017 Data source: Kosovo labour market statistics, Kosovo institutions	MLSW reports, Kosovo Labour Market statistics, EU Progress report Kosovo Mosaic	2.2 Implementation of active labour market programmes (ALMP) for youth with efforts in policy development with central institutions and development of skills, self-employment and job opportunities for young men and women Indicator 1: percentage of unemployed youth (15-24-year age group) of all communities benefiting from ALMPs (disaggregated by sex)¹⁰ Baseline 1 - young men: 60% Baseline 1 - young women: 40% Target 1 - young men: 5% increase among young men (15-24) benefiting from ALMPs Target 1 - young women: 5% increase among young women and 5% increase among young men (15-24) benefiting from ALMPs	Ministry of Education, Science and Technology (MEST) Kosovo Statistics Agency Employment Agency
Other outcome indicators: 2.2: Number of new and revised policies to support decent employment opportunities for youth and women Baseline: Agriculture policy, MLSW strategy 2014-2020, Small and Medium Enterprise Development Strategy 2012-2016 (MTI). Target: Four policies developed and three existing policies reviewed for greater inclusion of women and young people	Review of policy documents, Internal Monitoring, Progress Reports, Household Budget Survey and social welfare statistics of the Kosovo Agency of Statistics, Administrative data of MLSW, UNICEF and UNDP surveys Official reports of MLSW, MTI, MAFRD	Indicator 2: % of women benefiting from ALMPs Baseline 2: 30% Target 2: 10% increase Data Source/frequency: Official reports of MLSW, Progress reports of UNDP Annually 2.3 Trade related institutions have enhanced capacities to develop trade policy for Kosovo's long-term economic performance and promotion of inclusive and sustainable growth Indicator 1: Number of policy papers/briefs/reports are produced by MTI staff (trade, industry and tourism) Baseline: Limited analytical and policy producing capacities at MTI Target 1: 10 policy papers/briefs/reports are produced by relevant MTI staff (trade, industry, tourism) Indicator 2: Number of micro and small enterprises (gender disaggregated – enterprises led by women and by men) receiving advisory services and small investment support to enhance competitiveness and create jobs Baseline 2: 0 Target 2: 160 Data source/frequency: UNDP progress reports, MTI reports Annually	Municipalities of Kosovo Chambers of Trade and Commerce Cooperatives Social enterprises Diaspora networks and organizations Private sector Northern municipalities Employment offices

¹⁰ These measures are implemented Kosovo-wide in all municipalities. The source of data are taken from Employment Management System of the Ministry of Labour. If need be, data on municipal level can be easily obtained from the system

2.4. Number of youth (15-24) beneficiaries (disaggregated by sex) from employment and education policy measures from MTI, MLSW, MEST and MAFRD Baseline: 1,353 (29% of total beneficiaries) (32% female) Target: At least 50% increase (40% of total beneficiaries) (42% female)	Official reports of: MLSW, MTI, MAFRD, MEST, Ministry of Diaspora networks, Municipalities, Business Associations, UNDP reports, Employment Office reports	2.4 Diaspora Engagement to enhance their contribution to economic development Indicator 1: Number of Diaspora business networks established¹⁾ Baseline 1: 17 Target 1: 25 Data sources/frequency: Ministry of Diaspora reports, project reports, media reports Annually Indicator 2: The level of capacity of the business unions to manage the Diaspora Investment Fund Baseline 2: 0/5 Target 2: 3/5 Data Source/frequency: Progress reports, Diaspora Investment Fund reports, media reports/Annually 2.5 Structures and mechanisms to support economic reintegration and employment of vulnerable women including victims and survivors of gender-based violence/domestic violence established and functional Indicator 1: Number of vulnerable women, including victims and survivors of gender-based and domestic violence provided with economic reintegration and employment support by the established local structures Baseline 1: 0 Target 1: 250 Data Source/frequency: Municipal reports, MLSW reports, Programme progress reports, Annually									
KOSOVO PRIORITY (Related to Millennium Development Goals/sustainable development goals and/or other internationally-agreed development goals): Modern health care											
UNITED NATIONS KOSOVO TEAM COMMON DEVELOPMENT PLAN OUTCOME INVOLVING UNDP:											
Outcome 3.3 More people adopt behaviours that are healthy and that increase resilience to potential threats from environmental pollution, disasters and climate change.											
RELATED STRATEGIC PLAN OUTCOME (from Strategic Plan, 2014-2017):											
Outcome 5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change.											
Outcome 3 More people adopt behaviours that are healthy and that increase resilience to potential threats from environmental pollution, disasters and climate change.	Sources of data Ministry of Environment and Spatial Planning (MESP).	Outputs 3.1 Enhanced mechanisms for evidence-based planning, implementation and monitoring of environmental impacts on health Indicator 1 Total number of plans and programmes that are informed by multi-hazard national and subnational disaster and climate risk assessments	<table><tr><td>Major partners</td><td>Regular resources</td></tr><tr><td>MESP</td><td>\$75,000</td></tr><tr><td>MolA</td><td>Other resources</td></tr><tr><td></td><td>\$10,000,000</td></tr></table>	Major partners	Regular resources	MESP	\$75,000	MolA	Other resources		\$10,000,000
Major partners	Regular resources										
MESP	\$75,000										
MolA	Other resources										
	\$10,000,000										

¹⁾ UNDP facilitates the process, helping businesses to become organized and establish the unions

3.1 Level of public awareness of environmental health risks in their communities disaggregated by sex and ethnicity Baseline 43.01% of the public consider environmental conditions to be unhealthy (women 40.78%, men 45.90% Albanian, 42.30% Serb, 63.81% Other, 42%) Target Percentage of public who consider the environment to be unhealthy to increase by 15%	Ministry of Internal Affairs (MoIA) MESP/ Kosovo Environment Protection Agency UNDP Public Pulse Report	Baseline 1: 0 Target 1: 3 Data source / Frequency: http://ame.rks-gov.net, http://www.mmph-rks.org/ Biannually Indicator 2: Extent to which institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems Baseline 2: The directorates for Kosovo parks are established but capacities are lacking and they are not yet fully functional Target 2: Management and business plans for Kosovo parks are developed and are being implemented Source Data/Frequency: http://www.ammk-rks.net/ Biannually	Municipalities of Kosovo Kosovo Agency for Energy Efficiency MEST Civil society
3.2 Level of awareness of potential disaster risks and climate change adaptation in selected locations if possible disaggregated by sex and ethnicity Baseline By regions where disasters are most frequent Mitrovica 49.42% consider them to be likely For earthquakes, Peja 67.82%, Gjiilan 31.2% consider the occurrence likely Target The number of respondents from the high-risk regions who consider floods or earthquakes to be likely to increase by 15% and 10% respectively		3.2 Increased disaster preparedness and linkages understood between climate change and disaster for civil society Indicator 1: Number of civil society organizations implementing disaster preparedness activities with the public¹² Baseline 1: 1 Target 1: 3 Source Data/Frequency: ame.rks-gov.net, http://www.redcross-ks.org/new/ Annually Indicator 2: Extent to which Training materials and content on disaster risk reduction (DRR) used by the Ministry of Internal Affairs, Ministry of Environment and Spatial Planning and the municipality directorates for protection and rescue are in line with international standards Baseline 2: Training material for DRR are 25% in line with UNISDR and EU standards Target 2: Training materials that are developed and used will be 80% in line with UNISDR and EU standards Source Data/Frequency: www.ks.undp.org, http://ame.rks-gov.net, evaluation of training materials Biannually	
		3.3 Increased capacity of Kosovo institutions to implement disaster preparedness and environmental protection measures Indicator 1: Number of municipalities with local level disaster preparedness plans in place Baseline 1: 2 Target 1: 38 Source Data/Frequency: MEST, MoIA, Annually	

¹² Displayed through concrete activities such as school drill, advocacy activities, public awareness campaigns etc

			Indicator 2: Prepare investment plans to support the ecotourism projects Baseline 2: 0 Target 2: 2 Source Data/Frequency: http://www.ammk-rks.net/ Biannually Indicator 3: Number of energy efficiency-focused municipal projects implemented by Kosovo institutions to promote sustainable energy policies and enhance public awareness among municipalities and civil society Baseline 3: 1 Target 3: 5 Source Data/Frequency: Project Reports, Kosovo Agency for Energy Efficiency Annually 3.4 Transboundary cooperation established on integrated management of water resources Indicator 1: Consensus is made between Kosovo and bordering countries on key transboundary concerns and drivers of change within the extended Drin River Basin Baseline 1: No transboundary cooperation on the topic of the Drin River Basin Target 1: Agreement on updated Shared Vision formalized by the Drin Riparians, which will be followed by a strategic action plan formulated and endorsed by the Drin Core Group and adopted by Albania, Montenegro and the Former Yugoslav Republic of Macedonia Source Data/Frequency: Project documents Biannually	
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